

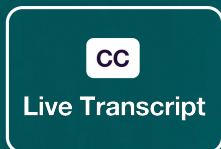


EU Pay Transparency Directive and Right to Information: What's Due, What's Next, and What Matters Most

13 May 2026

We will begin shortly.

This webinar is being recorded and will be shared with all registrants.

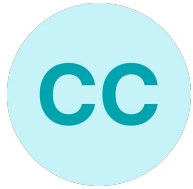


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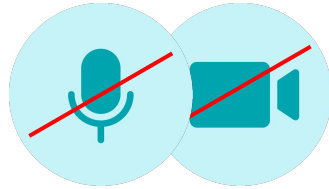
Agenda

- 01** Intro & housekeeping
- 02** The Evolution of Pay Transparency
- 03** EU Pay Transparency Directive: Article 7 Right to Information
- 04** Approaches from Leading Companies
- 05** Options to Manage the Right to Information
- 06** Q&A

Housekeeping



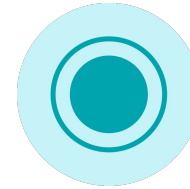
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Participant audio and visual are unavailable.



Post questions using the Q&A feature at any time.



This session is being recorded. We will email you the recording & deck.



Tell us how we did in the survey afterwards!

Our Panel of Experts



Samira Rafaela

Senior Manager Executive Reward
and Equal Pay, PwC Netherlands



Christine Hendrickson

VP of Strategic Initiatives, Syndio,
U.S.-based



Holly Hamilton

Director of Global Rewards at
Amadeus



Antonio Tella

Global Rewards Senior Manager at
Amadeus

Partnership: Syndio and PWC

Our partnership provides a comprehensive solution for employers seeking full service consultancy and best-in-class technology:

- For customers seeking full-service consultancy, PWC provides **expert guidance and advice**
- Syndio provides the **technology and technology-backed guidance to help supplement and implement that advice**
- **Together we help clients seamlessly navigate the complexities** of global pay equity and the EU Pay Transparency Directive



Overall Approach to Global Pay Transparency

Leading companies provide a broader context

Transparency is strategic

Companies establish a global pay transparency strategy that includes change management and leadership buy-in to ensure a consistent employee experience

Success involves more stakeholders across the enterprise

Companies include the different perspectives, perceptions and cultures in the organization

Companies use transparency to foster trust

Often, employees understand what a company values based on why they pay what they pay. Transparency either builds trust or does the opposite.

Transparency helps supports sustainable reward

Focusing on what drives long-term business value

Poll question #1

What is your organization's general approach to pay transparency?

- We share pay ranges for job openings where required (jurisdiction by jurisdiction)
- We share pay for job openings even where NOT required
- We share an employee's grade or level in some or all countries
- We share an employee's compa-ratio or position in range in some or all countries, but not the salary range
- We share salary ranges with employees in some or all countries

Most companies are taking a globally informed, locally nuanced approach to pay transparency

Companies often use their Total Rewards philosophy to provide context for disclosures

- **Transparency fosters trust:** employees understand what a company values based on why they pay what they pay
- **Transparency supports sustainable reward:** it focuses on what delivers long-term value for the organization
- While companies begin with a jurisdiction-by-jurisdiction approach, they **aspire to increase transparency**
- Investments in **manager education and employee communication** are top priorities

EU Pay Transparency Directive sets a new standard

More pay information will be shared with employees, and more information will be available publicly

To prepare, companies are:

- Mobilizing a team of Total Rewards, Legal, Talent Acquisition and other related areas as needed
- Gaining understanding of employee locations, entities, HRIS and payroll systems
- Defining Categories of Workers and addressing gaps
- Planning for Right to Information



**Pay and Career
Transparency**



**Right to
Information**



**Pay Gap
Reporting**



**Joint Pay
Assessment**

Transposition status: current drafts offer an early roadmap

● Yes: Draft Issued

● Draft in Progress

● No Current Draft

Delay /
Pause



Austria



Belgium (only for Fédération Wallonie-Bruxelles)



Bulgaria



Croatia



Cyprus



Czechia Delayed; 2027



Denmark Delayed; 2027



Estonia Partially paused; date TBD



Finland Delayed; date TBD



France Delayed; date TBD



Germany



Greece



Hungary



Ireland Delayed; date TBD



Italy On Time



Latvia



Lithuania Delayed; 2027



Luxembourg



Malta



The Netherlands 2027



Poland Delayed; date TBD



Portugal



Romania



Slovakia On Time



Slovenia



Spain Delayed; date TBD



Sweden Paused; date TBD

Drafts of the Directive out of 27 EU Countries:

16



Frequently asked questions

Most common questions companies are asking

What pay information does RTI require sharing?

Pay level, defined as “gross annual pay and the corresponding gross hourly pay”, in other words total remuneration and expressed as an hourly wage. The Directive requires employers to provide as a combined amount: employers are not required to break out components separately.

When will employees be able to request RTI?

The timing will likely not be consistent across the EU. Some countries have already indicated a delay to 2027 or a renegotiation. Malta permits limited RTI requests now. Slovakia (employee’s own pay) and Italy will allow employees to request information by June 2026.

What about new hires?

The majority of drafts suggest employers can use annual snapshot. But Poland specifically calls for rolling, monthly update. If a fixed annual snapshot date is used, new hires who join after the snapshot date would likely not be included in the peer averages. (For example, someone hired in August 2026 would not be included in the male or female averages.)

What about privacy?

A specific threshold for privacy is not set by the Directive, as the Directive provides solutions to ensure privacy (e.g., providing information to the Works Council) and prohibits the use of data for any other purpose than to implement the principle of pay equity. But individual countries are setting thresholds.

When you approached the implementation of your RTI approach at Amadeus, what were some of the constraints you were taking into account?

Poll question #2

With the delays, are you...

- Waiting to implement as each country passes laws?
- Implementing Right To Information across the EU universally, regardless of transpositions?
- Implementing something else in another way (e.g., sharing salary ranges with employees)?

How are you approaching the complexity of gathering payroll data?

You had several choices and decision points in deciding how to build your RTI delivery with Syndio, how did you approach these choices?

Poll question #3

To share Right to Information with employees, we will use:

- Individual report (e.g., email, spreadsheet, Word or PDF document) for each employee
- A specific section of our intranet that will provide access
- Individual employee records in HRIS or ServiceNow
- We're not sure yet!

How are you orchestrating the technology (payroll systems, Syndio, Workday) to make this work for Amadeus?

Communication is king. How are you approaching communication at Amadeus?

Emerging practices across companies

Delays are “the gift of time”, if strategically approached

Even with delays, companies continue to prepare: they want to maintain momentum and they want to be ready

Companies are encouraged to use the frameworks that work best for them

Some elements of the Directive are open for employer definition **on purpose**: there is **no one-size-fits-all**. Companies are using what they know works best, is repeatable and familiar.

Some examples:

- Using job architecture for Category of Worker and explanations of career transparency
- Selecting an administratively easier snapshot date to align with a year's full earnings for reporting
- Using the compensation philosophy to contextualize and explain pay gaps

Build new processes

Companies are using software to manage Right to Information.





Thank you

To learn more about Syndio, visit us at synd.io

Checklist: How leading companies are preparing for RTI and greater transparency

Stakeholders

Who needs to be informed?

- Employees
- Regional Reward
- Local HR
- Works Councils
- Country and entity business leaders

Process

How will the process be executed?

- Role/system that receives requests
- Role/system that processes
- Role/system that delivers information

Context

What narratives will accompany requests?

- Build on current Reward education materials and include definitions specific to RTI and where to go for more information
- Ensure alignment with current Reward concepts
- Leverage modes of communication already in use (e.g., email alerts, leadership meetings, landing pages)

Organizations are preparing for questions like:

- What is my pay based on?
- Why am I low (or high in comparison)?
- I saw the range for this job posting: why am I low in the range?
- How do I get to the next level?
- The job you posted sounds like my job, is it the same? Why is it paid more?